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~~PBSUCCESS/RYBAT~~

26 MAY 1954

Acting Chief of Station, Guatemala City INFO: PBSUCCESS, Headquarters

LINCOLN

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CSE/HAC ON 11 JULY 1997

() -) Tactical Instructions (Part II)

REF: ()

1. Request that you hand the attached notes to () with the usual warning that he should either return them to your files or destroy them as soon as he has finished with them.
2. Expect the order to start Operation "A", as described in paragraph 6 of ()
the attached notes, to be given on/or about June 3-5, with "B" following very shortly thereafter. Have () time () preparations accordingly.
3. Fullest and fast reporting on the progress of these tactical ()
preparations will be greatly appreciated.

Attachment

()
25 May 1954

Distribution:

- 2 - GUAT (w/att)
- 2 - WASH (w/att)
- 3 - LINC (w/att)

~~PBSUCCESS/RYBAT~~

21 May 1954

For ()

1. This is the second instalment of the "Emergency Instructions" for () which we began in our letter #751, dated 12 May. We were gratified to learn from your wire #643 that the chiefs for all city teams except one have already been selected and that the other preparations, indicated in our first set of instructions, are making quick progress.

2. The first tasks of each City Chief — apart from assembling the personnel specified in paragraph 5 of #751 — include particularly:

a) Establishing secure communications with () underground headquarters. There should be at least one courier between each Chief and Headquarters; this courier should preferably not know the Chief, but should be dispatched from, and return to, some other point. Most definitely, he must not know the location of () Headquarters, but must deliver and receive his messages elsewhere (safe house, live drop). In addition, there should be an emergency procedure for fast communications, telephone or telegram messages to a safe address, using a simple open code for instructions like "Start operation X immediately" or "expect new police measures today" or the like. There should be different codes for each team so that, if one code will be compromised, the others can be continued in use.

b) Procuring and storing the equipment described in paragraph 6, #751.

c) Giving his deputy all the necessary instructions as to how to carry on in case he, the Chief, should get arrested or should have to disappear in order to avoid arrest or other enemy measures.

3. Activities of each team (other than the preparatory measures described here and in #751) must under no circumstances begin before we give the word. Members of the teams should therefore withdraw from any overt oppositional activities in which they may have engaged — or, better still, should be chosen from among people who have not been especially active or at least are not known to the local police (or to the local communists) for such activities. Strict compliance with this rule — at () underground Headquarters as well as in each of the nine teams — is imperative to conserve our forces for the critical phase. On the other hand, once the signal is given, all teams should become fully active at once. It is therefore necessary that you can pass the signal at all times to () or to his deputy and that he can alert his City Chiefs without delay, as suggested in paragraph 2, a above.

4. Each City Chief must get in touch with the commander of the Liberation Forces in his city. The commander will tell him when and where to take specific local action within the general framework of the instructions which we are giving you. This subordination is indispensable in order to avoid as much as possible local confusion and to insure maximum integration of all available opposition forces in each given place. At present, each City Chief is only to be told in general terms that he will be brought into touch with other opposition groups in his area and the need for discipline and subordination must be explained to him. We shall send you specific instructions as to when, where and how these contacts between () City Chiefs and the local commanders of the Liberation Forces are to be made, in due time.

5. () ought to give each City Chief detailed advance instructions for the following types of operations, each of which ought to start on a given day. He should therefore arrange for a simple code word for each of these types of operations so that the beginning can be signaled quickly as soon as we tell you. (In one case, Operation "A" may be referred to as "Aunt Annie", "B" as "Uncle Benno", etc. while for another city team the code words may be trees or flowers with the appropriate initials, or the like).

6. OPERATION "A":

(I) Rumor campaign -- Specific themes for rumors are to follow later: () must first explain to each Chief how to get rumors started (and believe as much as possible), how to take specific cues from the clandestine radio and from further messages he will send. FYI, the main purpose of the rumor campaign is to create the right psychological atmosphere for the final phase, to confusing and discouraging our enemies.

(II) Serve war against enemy key personnel -- Each City Chief is to select a limited number of enemy personalities (government and police officials, communist leaders, unfriendly army officers etc.), not more than he and his team can effectively handle. Against each of these target personalities, a series of measures are to be devised which will lower his morale, if possible get him to abandon the enemy side or at least get him out of the way in the critical hours. These measures must be "custom tailored" for each individual case, since different people have different vulnerable spots and react in different manners. Some of the means to be used might include the following (plus whatever local inventors may suggest):

- a) Sending death notices
- b) Telephone calls -- preferably between 2 and 5 a.m. --, whispering a threat or a warning (either against impending purge by PCT or government -- or against being blacklisted by Liberation Movement)
- c) Marking subject's house "here lives a Moscow agent" or the like (luminous paint?)
- d) Sending cardboard coffin or hangman's noose through mail or depositing before subject's house or office.
- e) Sending subject a fake summons, asking him to appear in Guatemala City to answer charges of deviation from the party line (if a PCT member), or embezzlement or betrayal of government secrets (if a government official)
- f) Informing subject's wife that he is in danger and that she must see to it that he seeks safety.
- g) Exposing true or very likely dark spots in subject's private life, by telling him, or his wife or denouncing him to his superiors or publishing the story via black leaflet.
- h) Sending subject a wire, announcing a successful business deal to be made, asking him to come for important meeting, or pretending an accident which befell family member, mistress or close friend in far-away place, to remove him from scene for critical moment, and so forth.

(III) Encourage people to listen to the clandestine radio, by word-of-mouth propaganda, by painting wave lengths and times on walls, etc.

7. OPERATION "B":

- (I) Start distribution of the material (leaflets, posters) which() is receiving from you and which he will have divided up among the City Teams for storage in advance -- since bulk shipments to outlying cities are likely to become increasingly difficult towards the final phase.
- (II) Start production and distribution of local, mimeographed bulletins and leaflets -- exploiting the local situation plus news heard on the clandestine radio, publishing black lists of dangerous enemies, communists, police informers etc. (as a further step in the "nerve war" described in Operation "A" above).
- (III) Start painting slogans on walls.

8. OPERATION "C" (This is the most sensitive part of the entire enterprise. We leave it to your judgment how much of it you want to tell to() already now. In any case, he must not tell any of this part to his City Chief's any earlier than is absolutely necessary):

- (I) Prevent, or slow down, as much as possible, hostile action by the Army or by the Police, for instance
 - a) by preliminary propaganda aimed either at the military and police personnel as a whole or at individual officers and men, considered potentially friendly to us;
 - b) by organizing, if locally feasible, demonstrations by women and children in front of the police station or the army barracks, slowing down the deployment of troops, preventing the use of fire arms, clamoring for the release of political prisoners, etc.
- (II) Provoke communist-led strikes or provoke, on the contrary, strikes which can help the liberation movement (like all parts of Operation "A", this one has to be particularly carefully coordinated with the local commander of the liberation Forces, as set forth in paragraph 4 above) -- for instance, a railroad workers strike to hold up troop movements, a strike at the city electrical power plant plunging the city into darkness a printers strike to prevent publication of pro-Arbenz newspapers, leaflets or posters, and so forth.
- (III) Use all locally available resources, leaflets, bulletins, possibly also local newspapers and radio stations, word of mouth, meetings (if and as practicable) etc. to rally the local population around the liberation movement, to keep them informed about the progress of our action, to counteract enemy announcements, propaganda or rumors and to provide disciplined mass support for the Liberation Forces.

9. The security implications of the above are obvious. Just as you will pass these instructions to() not earlier than required, () in turn will give each City Chief and the men at his underground headquarters no information prior to the moment where it is needed and will give no individual more information than this individual requires in order to accomplish his own assignments. Each City Chief again will pass on instructions to the members of his team on a strict "need-to-know"

basic and will not reveal any sensitive fact any earlier than necessary. Certain parts of the intended activities require considerable preparations, for instance, the collection of relevant information for the "nerve war", defined above as part of Operation "A" - but this is a comparatively non-sensitive task. Information on communications, whether with() headquarters or with the local Commander of the Liberation Forces, or any preparation for Operation "C", on the other hand, is highly sensitive and must be confined absolutely to the people who need them. Impress upon everybody the fact that at least a few members of the entire organization are likely to be arrested during the preparatory period, while others might talk under the influence of liquor, women or money: the safest way of keeping the possible damage to a minimum is to let nobody know more than he must know — or any earlier than he has to know. No amount of torture or corruption can extract from a person information which he has not got.

10. You may expect to receive the final set of our instructions as well as the signal to start Operations "A" very shortly. Complete preparations therefore as speedily as possible and keep sending us full reports on all phases of this work.

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